

Visuals

### Applied Exercise



Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.

Visual 4.31  
Incident/Event Assessment & Agency Guidance  
in Establishing Incident Objectives

### Summary

Are you now able to:

- Describe methods and tools used to assess incident/event complexity?
- Describe types of agency(s) policies and guidelines that influence management of incident or event activities?
- Describe the process for developing incident objectives, strategies, and tactics?
- Describe the steps in transferring and assuming incident command?
- As part of an exercise, develop incident objectives for a simulated incident?

Visual 4.32  
Incident/Event Assessment & Agency Guidance  
in Establishing Incident Objectives

Your Notes

Your Notes

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## **UNIT 5: PLANNING PROCESS**

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### Visuals

**Unit 5:  
Planning Process**



 **FEMA**  Visual 5.1  
Planning Process

**Unit Objectives (1 of 3)**

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.

 **FEMA**  Visual 5.2  
Planning Process

### Your Notes

**Unit Objectives (2 of 3)**

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Action Plan Safety Analysis, using the strategies and tactics from the scenario.

 **FEMA**  Visual 5.3  
Planning Process

**Unit Objectives (3 of 3)**

- Describe how ICS 215A is used with ICS 215 to mitigate hazards in tactical operations.
- Recognize agency-specific aviation policies and procedures as they relate to safety.
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.
- Using the IAP, conduct an operational period briefing.

 **FEMA**  Visual 5.4  
Planning Process

### Your Notes

Visuals

### Benefits of the Planning Process

What are the benefits of the incident planning process?



FEMA Visual 5.5 Planning Process

### ICS Planning Process



Events



Incidents

- Understand the Situation
- Establish Incident Objectives and Strategy
- Develop the Plan
- Prepare and Disseminate the Plan
- Execute, Evaluate, and Revise the Plan

FEMA Visual 5.6 Planning Process

Your Notes

View the job aid on the next page.

### Job Aid: ICS Planning Process

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1. **Understand the Situation:** The first phase includes gathering, recording, analyzing, and displaying situation, resource, and incident potential information in a manner that will facilitate:
  - Increased situational awareness of the magnitude, complexity, and potential impact of the incident; and
  - The ability to determine the resources required to develop and implement an effective IAP.
2. **Establish Incident Objectives and Strategy:** The second phase includes formulating and prioritizing measurable incident objectives and identifying an appropriate strategy. The incident objectives and strategy must conform to the legal obligations and management objectives of all affected agencies. These may also need to include specific issues relevant to critical infrastructure.

Reasonable alternative strategies that will accomplish overall incident objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand. Evaluation criteria include public health and safety factors, estimated costs, and various environmental, legal, and political considerations.

3. **Develop the Plan:** The third phase involves determining the tactical direction and the specific resource, reserves, and support requirements for implementing the selected strategies and tactics for the operational period.

Before the formal planning meetings, each member of the Command and General Staffs is responsible for gathering certain information to support the proposed plan.

4. **Prepare and Disseminate the Plan:** The fourth phase involves preparing the plan in a format that is appropriate for the level of complexity of the incident. For the initial response, the format is a well-prepared outline for an oral briefing. For most incidents that will span multiple operational periods, the plan will be developed in writing according to ICS procedures.
5. **Execute, Evaluate, and Revise the Plan:** The planning process includes the requirement to execute and evaluate planned activities and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should regularly compare planned progress with actual progress. When deviations occur and when new information emerges, that information should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period.

Source: NIMS Document Tab 8 – The Planning Process

Visuals

### Written IAP Considered

What are the situations when you would consider developing a written Incident Action Plan?

### When a Written IAP Is Considered

- Two or more jurisdictions are involved in the response.
- The incident continues into the next operational period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- It is a hazmat incident.

Incident Action Plan

Your Notes

### What's an Operational Period?

- The designated time period in which tactical objectives are to be accomplished and reevaluated.
- Length depends on:
  - Nature of incident
  - Complexity

### Who Does What?

- Command:** Develops incident objectives. Ensures Safety Analysis is completed. Approves IAP.
- Finance/Admin:** Conducts any needed cost analyses.
- Operations:** Establishes strategies and tactics to meet incident objectives.
- Planning:** Provides status reports, manages the planning process, and produces the IAP.
- Logistics:** Identifies the logistics requirements to support the tactics.

Your Notes

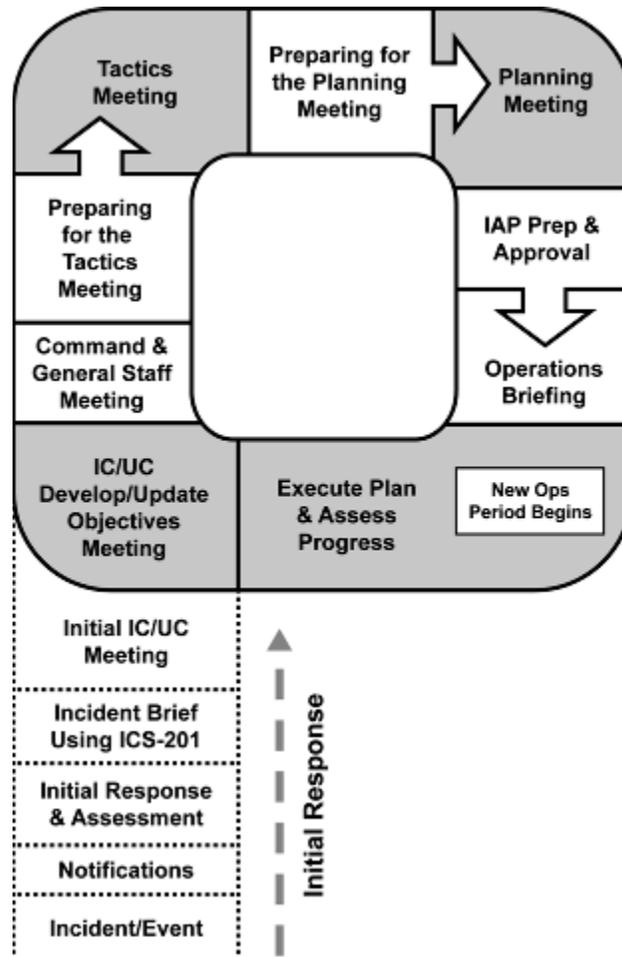
Visuals



View the job aid on the next page.

Your Notes

**Job Aid: The Start of Each Planning Cycle**



- The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.



Visuals

### Executing Tactical Direction

- **Establish Tactics:** Describe what must be done.
- **Assign Resources:** Determine and assign the kind and type of resources needed for the selected tactics.
- **Monitor Performance:** Determine if the tactics and resources selected for the various strategies are both valid and adequate.



Visual 5.16  
Planning Process

### Sample Strategy and Tactics

**Objective:** Reduce reservoir level to 35 feet by 0800 on 2/10.

**Strategy #1:** Reduce/divert inflow.

**Strategy #2:** Release water from spillways.

**Selected Strategy:** Pump water from reservoir.

**Tactics:** Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.

**Resources:** 5 crews with (3) 1,500-gpm truck-mounted pumps & (2) 500-gpm portable pumps

Visual 5.17  
Planning Process

Your Notes

### Logistics Support Factors

Why must personnel and logistical support factors be considered in determining tactical operations?

Visual 5.18  
Planning Process

### Cost-Benefit Analysis

What are some factors that you consider when assessing the costs and benefits of proposed tactical assignments?

Visual 5.19  
Planning Process

Your Notes

Visuals

### Tactics Meeting Documentation

The image displays the 'Operational Planning Worksheet, ICS Form 215' and a flowchart illustrating the planning process. The worksheet is a grid with columns for 'Operational Period' and rows for various tasks. The flowchart shows a cycle: 'Tactics Meeting' leads to 'Preparing for the Planning Meeting', which leads to 'Planning Meeting', which leads to 'Self Prep & Approval', which leads to 'Supervisor Meeting', which leads to 'Incident Plan & Review Progress', which leads to 'Incident Meeting', which leads back to 'Preparing for the Planning Meeting'. A vertical bar on the right side of the flowchart is labeled 'Include Response'.

**Operational Planning Worksheet, ICS Form 215**

FEMA Visual 5.20 Planning Process

View the sample on the next page.

Your Notes

**Unit 5: Planning Process**

**Sample Operational Planning Worksheet, ICS Form 215**

1. Incident Name: Winter Storm		2. Operational Period: Date From: 2/10 Time From: 1800										Date To: 2/11 Time To: 0600	
3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources	Snow Plows	Sanding Trucks	Front End Loaders	7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time			
	Parking Lot Group	Remove snow from EOC, fire stations, police dept., and hospital parking lots. See maps for snow pile locations. 6" maximum accumulation.	Req. 4 Have 4 Need 0	4 4 0	4 4 0	4 4 0			Public Works Shop	1700			
	Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6" maximum accumulation.	Req. 3 Have 1 Need 2	3 1 2					Public Works Shop	1700			
	Sanding Group	Monitor ice for accumulation. Sand all 4-way stops and lighted intersections. Sand available at County Sand and Gravel storage.	Req. 4 Have 4 Need 0 Have 0 Need 0	4 4 0 0	4 4 0 0	2 1 1			Public Works Shop	1700			
ICS 215		<b>11. Total Resources Required</b>	7	4	6				<b>14. Prepared by:</b> Name: Sandy Miller Position/Title: Resources UL Signature: <i>Sandy Miller</i> Date/Time: Feb. 10/1100				
		<b>12. Total Resources Have on Hand</b>	5	4	5								
		<b>13. Total Resources Need To Order</b>	2	0	1								

# Unit 5: Planning Process

## Visuals

**OPERATIONAL PLANNING WORKSHEET (ICS 215)**

1. Incident Name: Winter Storm  
 2. Operational Period: Date From: 2/10 Time From: 1800 Date To: 2/11 Time To: 0600

3. Branch, 4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources	7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting
1. Branch Parking Lot Group	Remove snow from EOC, fire stations, police dept, and hospital parking lots. Use mats for snow pile locations. If necessary, accumulate.	Req: 4 Have: 4 Need: 0	4 4 0		Public Work Shop
Division A	Remove snow from all primary and secondary road/highways in City. Monitor all road/highways for delays for drifting if necessary, accumulate.	Req: 3 Have: 1 Need: 2	3 1 2		Public Work Shop
Standing Group	Monitor car pile accumulation. Send all 4-way sites and lighted intersections. Send	Req: 4 Have: 2 Need: 2	4 2 2		Public Work Shop
Operations Section Organizational Element		Req: 0 Have: 0 Need: 0	0 0 0		Public Work Shop

**Kind/Type Resources** (points to column 6)  
**Resources Needed Next Operational Period** (points to column 6)  
**Tactical Assignment** (points to column 5)

FEMA Visual 5.21 Planning Process

**OPERATIONAL PLANNING WORKSHEET (ICS 215)**

2. Operational Period: Date From: 2/10 Time From: 1800 Date To: 2/11 Time To: 0600

6. Resources	7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
Req: 4 Have: 4 Need: 0	4 4 0		Public Work Shop	1700
Req: 3 Have: 1 Need: 2	3 1 2		Public Work Shop	1700
Req: 4 Have: 4 Need: 0	4 4 0		Public Work Shop	1700

**Operational Period Being Planned** (points to header)  
**Reporting Location and Requested Arrival Time** (points to column 9)  
**Kind/Type Resources** (points to column 6)

FEMA Visual 5.22 Planning Process

### Your Notes

**Preparing for the Planning Meeting**

- Analyze the ICS 215 developed in the tactics meeting.
- Finalize the Incident Action Plan Safety Analysis (ICS 215A) completed by the Safety Officer.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.

FEMA Visual 5.23 Planning Process

View the job aid on the next page.

### Your Notes

**Job Aid: Preparing for the Planning Meeting**

<b>Preparing for the Planning Meeting: Responsibilities</b>	
<b>Incident Commander</b>	<ul style="list-style-type: none"><li>• Gives direction.</li><li>• Communicates.</li><li>• Manages.</li><li>• Does not get involved in details</li></ul>
<b>Safety Officer</b>	<ul style="list-style-type: none"><li>• Identifies incident risks and hazards.</li><li>• Completes ICS Form 215A developed at the tactics meeting.</li><li>• Works with the Operations Section Chief on tactical safety issues.</li><li>• Identifies safety issues associated with incident facilities and nontactical activities, such as transportation and food service.</li></ul>
<b>Liaison Officer</b>	<ul style="list-style-type: none"><li>• Identifies cooperating and assisting agencies.</li><li>• Identifies special agency needs.</li><li>• Determines capabilities of cooperating and assisting agencies.</li><li>• Determines restrictions on participation of cooperating and assisting agencies.</li><li>• Confirms name and contact location of agency representatives.</li></ul>
<b>Public Information Officer</b>	<ul style="list-style-type: none"><li>• Assesses general media coverage to date.</li><li>• Identifies incident-related information issues that need to be explained or corrected with the media.</li><li>• Determines what Joint Information System (JIS) elements and procedures are in place.</li><li>• Determines process for development and approval of media releases and visits.</li></ul>
<b>Operations Section Chief</b>	<ul style="list-style-type: none"><li>• Continues to obtain good incident resource and status information.</li><li>• Communicates current information.</li><li>• Considers alternate strategies and determines probable tactics.</li><li>• Calculates resource requirements.</li><li>• Works with the Safety Officer and Planning Section staff to complete ICS Forms 215 and 215A developed at the tactics meeting.</li></ul>
<b>Planning Section Chief</b>	<ul style="list-style-type: none"><li>• Prepares incident maps and displays, as necessary.</li><li>• Develops information for the IAP.</li><li>• Develops situation status and predictions.</li><li>• Acquires information and ICS forms for the IAP.</li></ul>
<b>Logistics Section Chief</b>	<ul style="list-style-type: none"><li>• Determines service and support needs for the incident.</li><li>• Determines responder medical and rehabilitation needs.</li><li>• Determines incident communications needs.</li><li>• Confirms resource ordering process.</li></ul>
<b>Finance/ Administration Section Chief</b>	<ul style="list-style-type: none"><li>• Collects information on rental agreements and contracts.</li><li>• Determines potential and actual claims.</li><li>• Calculates incident costs to date.</li><li>• Develops cost-benefit analyses as requested.</li></ul>

Visuals

### Incident Safety

Incident management must ensure the safety of:

- Responders to the incident.
- Persons injured or threatened by the incident.
- Volunteers assisting at the incident.
- News media and the general public who are on scene observing the incident.



Visual 5.24  
Planning Process

### Aviation Safety

Does your agency have aviation safety policies and procedures?



Visual 5.25  
Planning Process

Your Notes

### Incident Safety Analysis

The Incident Safety Analysis is used to:

- Identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period.
- Identify hazardous tactics so that alternatives may be considered.
- Determine the safety implications for the types of resources required.

Visual 5.26  
Planning Process

### ICS Form 215A, Incident Action Plan Safety Analysis

The Safety Officer and Operations Section Chief complete the Safety Analysis using ICS 215A for . . .

1. Incident Name: Winter Storm		2. Incident Number: xxxxxxxxxxxxxxxxxxxx	
3. Date/Time Prepared: Date: Feb 10 Time: 1:00		4. Operational Period: Date From: 2/10 Date To: 2/11 Time From: 1800 Time To: 0600	
5. Incident Area Division A	6. Hazards/Risks Extreme Weather, Driving	7. Mitigations Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves and hat when operating out of vehicle.	

Organizational Element at Risk      Hazards      Mitigation Strategies

Visual 5.27  
Planning Process

Your Notes



**Sample: Preparing for the Planning Meeting**

<b>ICS Form 215A, Incident Action Plan Safety Analysis</b>	
<p>The Safety Officer or the Incident Commander should coordinate, develop, and approve an ICS Form 215A, Incident Action Plan Safety Analysis, for each operational period with the Operations Section Chief.</p> <p>ICS Form 215A is a tool used by the Safety Officer as a concise way of identifying hazards and risks present in different areas of the incident and specific ways of mitigating those issues during an operational period.</p> <p>The objective of the Incident Action Plan Safety Analysis is to identify and mitigate the hazards and risks of each incident work location by operational period. The mitigation methods selected may affect the resources required for the incident work location. The Safety Analysis may also reveal that the proposed tactic is too hazardous to attempt and another tactic must be developed.</p> <p>ICS Form 215A, Incident Action Plan Safety Analysis, is used as a display during the Planning Meeting. It provides information on:</p> <ul style="list-style-type: none"> <li>• Incident work location(s)</li> <li>• Risk mitigations</li> <li>• Date (daily) prepared by Operation Section Chief/Safety Officer and approved by Safety Officer</li> </ul>	
<p><b>Techniques for Identifying Hazards</b></p> <ul style="list-style-type: none"> <li>• Personal observation and/or experience</li> <li>• Checklist</li> <li>• Communication with incident personnel</li> <li>• Personnel</li> </ul>	<p><b>Types of Risks</b></p> <ul style="list-style-type: none"> <li>• Traffic</li> <li>• Confined space</li> <li>• Downhill fireline construction</li> <li>• Air operations</li> <li>• Hazardous materials</li> <li>• Slip, trip, and fall</li> <li>• Weather</li> </ul>
<p><b>Locations</b></p> <ul style="list-style-type: none"> <li>• Divisions</li> <li>• Groups</li> <li>• Helibase</li> <li>• Staging Area</li> <li>• Emergency Operations Center</li> <li>• Others</li> </ul>	<p><b>Mitigation of Hazards</b></p> <ul style="list-style-type: none"> <li>• Use of personal protective equipment (PPE)</li> <li>• Proper clothing for inclement weather</li> <li>• Reflective clothing and lights for nighttime or low-light operations</li> <li>• Maintain awareness of landing zones</li> </ul>

Visuals

### The Planning Meeting

- Purposes:** Review/validate the operational plan; identify resource requirements
- Who Attends:** Command and General Staffs, other incident management personnel, Agency Administrator, and cooperating/assisting agency personnel
- Who Leads:** Planning Section Chief

FEMA Visual 5.28 Planning Process

Planning Meeting Activities	Responsibility
Give situation & resources briefing; conduct planning meeting	Planning Section Chief
State incident objectives & policy issues	Incident Commander
State primary & alternative strategies to meet objectives	Operations Section Chief; Planning/Logistics Section Chiefs contribute
Specify reporting locations & additional facilities needed	Operations Section Chief; Logistics Section Chief assists
Develop the resources, support, & overhead orders	Planning/Logistics Section Chiefs; Logistics Section Chief places orders
Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief; Operations and Planning Section Chiefs and Safety Officer contribute
Finalize, approve, & implement the IAP	Planning Section Chief finalizes IAP; Incident Commander approves IAP; General Staff implements IAP

Your Notes

### Planning Meeting Displays

FEMA Visual 5.30 Planning Process

### IAP Preparation and Approval

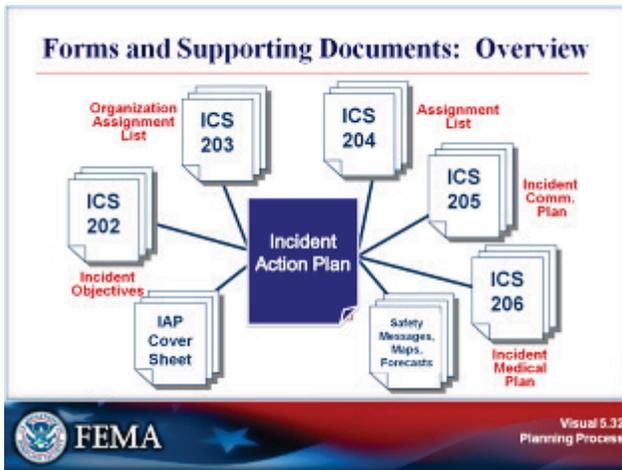
Following the planning meeting:

- Organizational elements prepare IAP assignments and submit them to the Planning Section.
- Planning Section collates, prepares, and duplicates the IAP document for the operational period briefing.
- Resources Unit coordinates with the Logistics Section to acquire the amount and type of resources.
- Incident Commander approves the IAP.

FEMA Visual 5.31 Planning Process

Your Notes

Visuals



View the job aid on the next page.

Your Notes

**Job Aid: Forms and Supporting Documents: Overview****ICS Forms**

ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and distributing information. Listed below are the standard ICS form titles and descriptions of each form:

	<b>Description</b>
Incident Briefing ICS 201	Provides the Incident Command/Unified Command and General Staffs with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident.
Incident Objectives ICS 202	Describes the basic strategy and objectives for use during each operational period.
Organization Assignment List ICS 203	Provides information on the response organization and personnel staffing.
Assignment List ICS 204	Used to inform personnel of assignments. After Incident Command/Unified Command approves the objectives, staff members receive the assignment information contained in this form.
Incident Radio Communications Plan ICS 205	Provides, in one location, information on the assignments for all radio communications equipment for each operational period. The plan is a summary of information. Information from the Incident Communications Plan on frequency assignments can be placed on the appropriate Assignment form (ICS Form 204).
Communications List ICS 205A	Records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.
Medical Plan ICS 206	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
Incident Organization Chart ICS 207	Provides a visual wall chart depicting the ICS organization position assignments for the incident.
Incident Status Summary ICS 209	Summarizes incident information for staff members and external parties, and provides information to the Public Information Officer for preparation of media releases.
Incident Status Change ICS 210	Used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS 213). The form could also be used by Operations as a worksheet to track entry, etc.

**Job Aid: Forms and Supporting Documents: Overview (Continued)****ICS Forms**

<b>Standard Form Title</b>	<b>Description</b>
Check-In List ICS 211	Used to check in personnel and equipment arriving at the incident. Check-in consists of reporting specific information that is recorded on the form.
General Message ICS 213	Used by: <ul style="list-style-type: none"><li>▪ Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients.</li><li>▪ EOC and other incident personnel to transmit messages via radio or telephone to the addressee.</li><li>▪ Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel.</li></ul>
Unit Log ICS 214	Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.
Operational Planning Worksheet ICS 215	Documents decisions made concerning resource needs for the next operational period. The Planning Section uses this worksheet to complete Assignment Lists, and the Logistics Section uses it for ordering resources for the incident. This form may be used as a source document for updating resource information on other ICS forms such as the ICS 209.
Incident Action Plan Safety Analysis ICS 215A	Communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer.
Support Vehicle/Equipment Inventory ICS 218	Provides an inventory of all transportation and support vehicles and equipment assigned to the incident.
Air Operations Summary ICS 220	Provides information on air operations including the number, type, location, and specific assignments of helicopters and fixed-wing aircraft.
Demobilization Check-Out ICS 221	Ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident.

Visuals

### Are All Forms Used?

The Incident Commander determines which ICS forms and attachments are included in the IAP.

For less complex incidents, the Incident Commander may only require the Incident Objectives (ICS 202), Organization Assignment List (ICS 203), Assignment List (ICS 204), a Safety Message, and a map of the incident area.

**Visual 5.33**  
Planning Process

### ICS Form 202, Incident Objectives (1 of 2)

**Visual 5.34**  
Planning Process

Your Notes

### ICS Form 202, Incident Objectives (2 of 2)

**Visual 5.35**  
Planning Process

View the sample on the next page.

Your Notes



Visuals

**ICS Form 203, Organization Assignment List**

ICS Form 203 provides a full accounting of incident management and supervisory staff for the operational period:

ORGANIZATION ASSIGNMENT LIST (ICS 203)			
1. Incident Name		2. Operational Period	
Wilder Storm		Date From: Feb. 10 Time From: 0500	Date To: Feb. 11 Time To: 0600
3. Incident Command(s) and Command Staff		3. Operations Section	
IC/Officer: Don Francis		Chief: Jerry Campbell	
Deputy:		Deputy:	
Safety Officer: Pam West		Staging Area:	
Public Info Officer:		Event Director:	
Liaison Officer:		Deputy:	
4. Agency/Organization Representatives		Division/Group: A	
Agency/Organization:	Name:	Division/Group: B	Officer:
CCPW	Mike Anderson 401-8430	Division/Group: C	John Daniels
SEDOT	Mike Anderson 401-8430	Division/Group: Staging	Rob Pearson
		Division/Group: Parking Lot	Andy Anderson

**Command and General Staff**

**Operations Supervisors to Division/Group Level**

View the sample on the next page.

Your Notes

## Unit 5: Planning Process

### Sample: Sample Organization Assignment List, ICS Form 203

<b>1. Incident Name:</b> Winter Storm		<b>2. Operational Period:</b> Date From: Feb. 10 Time From: 1800		Date To: Feb. 11 Time To: 0600	
<b>3. Incident Commander(s) and Command Staff:</b>			<b>7. Operations Section:</b>		
IC/UCs	Jerry Franklin		Chief		Dan Campbell
			Deputy		
Deputy			Staging Area		
Safety Officer	Pam Alice		<b>Branch</b>		
Public Info. Officer			Branch Director		
Liaison Officer			Deputy		
<b>4. Agency/Organization Representatives:</b>			Division/Group	A	Bill Hood
Agency/Organization	Name		Division/Group	B	Andy Montoya
CCPW	Martha Gilsford cell: xxx-xxxx		Division/Group	C	Jose Gomez
SDOT	Mike Andrews cell: xxx-xxxx		Division/Group	Sanding	Rob Paul
			Division/Group	Parking Lot	Jill Anderson
			<b>Branch</b>		
			Branch Director		
			Deputy		
<b>5. Planning Section:</b>			Division/Group		
Chief	Walker Wetzel		Division/Group		
Deputy			Division/Group		
Resources Unit	Karen Fry		Division/Group		
Situation Unit	Linda Tom		Division/Group		
Documentation Unit	Wilson Parks		<b>Branch</b>		
Demobilization Unit			Branch Director		
Technical Specialists			Deputy		
NOAA Weather	-378-		Division/Group		
			Division/Group		
			Division/Group		
<b>6. Logistics Section:</b>			Division/Group		
Chief	Sherrie Hillman		Division/Group		
Deputy			<b>Air Operations Branch</b>		
<b>Support Branch</b>			Air Ops Branch Dir.		
Director					
Supply Unit	Jon Carter				
Facilities Unit			<b>8. Finance/Administration Section:</b>		
Ground Support Unit	Jessica Martinez		Chief	Carol Thomas	
<b>Service Branch</b>			Deputy		
Director			Time Unit		
Communications Unit	Mike Walters		Procurement Unit	Sara White	
Medical Unit			Comp/Claims Unit		
Food Unit			Cost Unit		
<b>9. Prepared by:</b> Name: Karen Fry		Position/Title: Resources Unit		Signature: 	
ICS 203	IAP Page _____	Date/Time: Feb. 10/1300			

Visuals

### ICS Form 204, Assignment List (1 of 4)

ICS Form 204 specifies the Operations Section structure for the operational period:

**ASSIGNMENT LIST (ICS 204)**

<b>1. Incident Name:</b> Winter Storm	<b>2. Operational Period:</b> Date From: Feb. 10 Time From: 1800	<b>3. Branch:</b> Date To: Feb. 11 Time To: 0600	<b>4. Operations Personnel:</b> Operations Section Chief: Jerry Campbell Branch Director: [Blank] Division: [Blank]
<b>4. Operations Personnel:</b> Name: Jerry Campbell Contact Number(s): xxx-xxx-xxxx		<b>5. Resources Assigned:</b> Resource Identifier: [Blank] Leader: [Blank] Reporting Location: [Blank]	

Operations  
Section Chief

Supervisor of  
this Assignment

Organizational  
Elements

Visual 5.37  
Planning Process

### ICS Form 204, Assignment List (2 of 4)

**5. Resources Assigned:**

Resource Identifier	Leader	# of Resources	Reporting Location
TP 01	Dave Wile	3	City/County District NJ Operations 300.880.0000
Flw #15 Leader #2	Tom Alcock Carl Roscard		City/County District NJ
TP #2 Flw #2 Leader #1	Mark Juras Ann Walker Paul Drew	3	City/County District NJ Operations 300.880.0000
TP #2 Flw #10 Leader #1	Larry Carpenter Bob Smith	3	City/County District NJ Operations 300.880.0000
Flw #10 Leader #4	Craig Little		City/County District NJ
TP #4 Flw #6 Leader #6	Drew Parsh John Dietz Barry Miller	3	City/County District NJ Operations 300.880.0000

**6. Work Assignments:**

Resources  
Assigned

Visual 5.38  
Planning Process

Your Notes

### ICS Form 204, Assignment List (3 of 4)

**6. Work Assignments:**

TP #1 - Maintain EOC Stations 1, 2, and Police Station  
 TP #2 - Maintain Stations 3, 4, and 5  
 TP #3 - Maintain Stations 6, 7, and Hospital  
 TP #4 - Staging at Shop  
 Task Force 3 use "Lot Closed" signs when plowing hospital parking lots.

**7. Special Instructions:**

See site maps for snow pile locations. Maintain less than 17" accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high-visibility clothing, hat, and gloves. Lunches will be delivered to Fire Stations 1, 3, and 8 at 2400. Watch for signs of hypothermia.

**8. Communications:** (radio and/or phone contact numbers needed for this assignment):

Assignment and  
Special Instructions

Visual 5.39  
Planning Process

### ICS Form 204, Assignment List (4 of 4)

**8. Communications:** (radio and/or phone contact numbers needed for this assignment):

Name/Function	Priority Contact	Indicate call, paper, or radio (frequency/system/channel)
Command	Local Report	Freq: 800 mHz; Chan: 2J
Support	Local Report	Freq: 800 mHz; Chan: 2J
City/Group/Tactical	Local Report	Freq: 800 mHz; Chan: 8J
Command by Air		

**9. Prepared by:** Name: Tom Fry      Position/Title: Resource Unit Leader      Signature: *Tom Fry*

ICS 204      IAP Page      Date/Time: Feb. 10/1800

Prepared by  
Resources  
Unit Leader

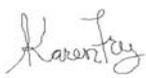
Communications  
for this  
Assignment

Visual 5.40  
Planning Process

Your Notes

## Unit 5: Planning Process

### Sample: Sample Assignment List, ICS Form 204

<b>1. Incident Name:</b> Winter Storm		<b>2. Operational Period:</b> Date From: Feb. 10      Date To: Feb. 11 Time From: 1800      Time To: 0600		<b>3.</b>
				<b>Branch:</b>
<b>4. Operations Personnel:</b> <u>Name</u>		<u>Contact Number(s)</u>		<b>Division:</b>
Operations Section Chief: Dan Campbell		xxx-xxx-xxxx		<b>Group:</b> Parking Lot
Branch Director:				<b>Staging Area:</b>
Division/Group Supervisor: Andy Anderson		xxx-xxx-xxxx		
<b>5. Resources Assigned:</b>			<b>Reporting Location</b>	
Resource Identifier	Leader	# of Persons		
TF #1	Carl Wills	3		City/County Channel 6J Operations xxx-xxx-xxxx
Plow #15 Loader #2	Don Anioti Tony Gossard			City/County Channel 6J
TF #2	Paul Jones	3		City/County Channel 6J Operations xxx-xxx-xxxx
Plow #2 Loader #7	Walker Wetzell Mark Drew			City/County Channel 6J
TF #3	Greg Carpenter	3		City/County Channel 6J Operations xxx-xxx-xxxx
Plow #10 Loader #4	Bob Smith Larry Little			City/County Channel 6J
TF #4	Barry Parish	3		City/County Channel 6J Operations xxx-xxx-xxxx
Plow #8 Loader #6	Drew Dietz John Miller			City/County Channel 6J
<b>6. Work Assignments:</b>				
TF #1 – Maintain EOC, Stations 1, 2, and Police Station				
TF #2 – Maintain Stations 3, 4, and 5				
TF #3 – Maintain Stations 6, 7, and Hospital				
TF #4 – Staging at Shop				
Task Force 3 uses "Lot Closed" signs when plowing hospital parking lots.				
<b>7. Special Instructions:</b>				
See site maps for snow pile locations. Maintain less than 6" accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high visibility clothing, hat, and gloves. Lunches will be delivered to Fire Stations 1, 3, and 6 at 2400. Watch for signs of hypothermia.				
<b>8. Communications</b> (radio and/or phone contact numbers needed for this assignment):				
<u>Name/Function</u>		<u>Primary Contact: indicate cell, pager, or radio</u>		
<u>(frequency/system/channel)</u>				
<u>Command</u> / <u>Local Repeat</u>	Freq: 800 mHz; Chan: 2J _____			
<u>Support</u> / <u>Local Repeat</u>	Freq: 800 mHz; Chan: 3J _____			
<u>Div./Group Tactical</u> / _____	Freq: 800 mHz; Chan: 6J _____			
<u>Ground to Air</u> / _____	_____			
<b>9. Prepared by:</b> Name: Karen Fry		Position/Title: Resource Unit Leader		Signature: 
<b>ICS 204</b>	<b>IAP Page</b> _____	Date/Time: Feb. 10/1500		



**Unit 5: Planning Process**

**Sample: Sample Incident Communications Plan, ICS Form 205**

<b>1. Incident Name:</b> Winter Storm		<b>2. Date/Time Prepared:</b> Date: Feb. 10 Time: 1300				<b>3. Operational Period:</b> Date From: Feb. 10 Time From: 1800				<b>Date To:</b> Feb. 11 <b>Time To:</b> 0600	
<b>4. Basic Radio Channel Use:</b>											
Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks	
	2J	Command		Command and Operations							
	6J	Operations		Parking Lot Group							
	4J	Operations		Sanding Group							
	8J	Operations		Divisions A and B							
	9J	Operations		Divisions C and D							
	3J	Planning and Logistics		Resource Status Changes and Resource Orders							
<b>5. Special Instructions:</b> Use extreme caution when answering radio calls while operating equipment. The use of cell phones while operating is prohibited. Report any problems with radios to the Logistics Section.											
<b>6. Prepared by (Communications Unit Leader):</b> Name: Mike Walters										Signature: 	
<b>ICS 205</b>								<b>IAP Page</b> _____		Date/Time: Feb. 10/1300	

Visuals

View the sample on the next page.

**ICS Form 206, Medical Plan**

ICS Form 206, describes the medical care to be provided in case of responder medical emergencies:

**MEDICAL PLAN (ICS 206)**

1. Incident Name: \_\_\_\_\_ Date From: Feb. 15 \_\_\_\_\_ Date To: Feb. 17 \_\_\_\_\_  
Incident Type: \_\_\_\_\_ Start Time: 1800 \_\_\_\_\_ Time To: 2000 \_\_\_\_\_

2. Operational Period: \_\_\_\_\_

3. Medical Aid Stations

Name	Location	Control	Staffing	Parade Rest
Fire Station 1	1211 9 <sup>th</sup> Avenue	400-555-0000	1 E, 1 P, 1 A	<input type="checkbox"/>
Fire Station 2	400 1 <sup>st</sup> Avenue	400-555-0000	1 E, 1 P, 1 A	<input type="checkbox"/>
Fire Station 3	2000 East	400-555-0000	1 E, 1 P, 1 A	<input type="checkbox"/>
Fire Station 4	4000 N. 10 <sup>th</sup> Ave	400-555-0000	1 E, 1 P, 1 A	<input type="checkbox"/>
Fire Station 5	100 West Oakdale	400-555-0000	1 E, 1 P, 1 A	<input type="checkbox"/>

4. Special Medical Emergencies Procedures:

400-555-0000

5. Prepared by: \_\_\_\_\_ Date: \_\_\_\_\_

6. Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

**Instructions, if required:**

**Aid Stations and Level of Service**

FEMA Visual 5.42 Planning Process

Your Notes

## Unit 5: Planning Process

### Sample: Sample Medical Plan, ICS Form 206

<b>1. Incident Name:</b> Winter Storm		<b>2. Operational Period:</b> Date From: Feb. 10 Time From: 1800		Date To: Feb. 11 Time To: 0600			
<b>3. Medical Aid Stations:</b>							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?				
Fire Station 1	1171 5 <sup>th</sup> Avenue	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Fire Station 2	950 Bellingham Way	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Fire Station 4	2100 Main	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Fire Station 6	4700 N. 12 <sup>th</sup> Ave	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Fire Station 7	170 West Oakdale	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
<b>4. Transportation</b> (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service				
<b>SEE ABOVE</b>			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
<b>5. Hospitals:</b>							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
Meridian	500 W. Oakdale	xxx-xxx-xxxx	15	45	<input checked="" type="checkbox"/> Yes Level: _____	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>6. Special Medical Emergency Procedures:</b>							
Minor injuries will be treated at closest Medical Aid/Fire Station.							
Major injuries call 911 for assistance.							
Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.							
<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
<b>7. Prepared by</b> (Medical Unit Leader): Name: Sherrie Hillman					Signature: 		
<b>8. Approved by</b> (Safety Officer): Name: Pam Alice					Signature: 		
ICS 206	IAP Page _____	Date/Time: Feb. 10/1530					

Visuals

### Additional Supporting Documents



- Safety messages
- Detailed weather forecasts
- Incident traffic plan
- Other important information for operational supervisors

FEMA Visual 5.43 Planning Process

### Activity: Analyzing an IAP

Instructions:

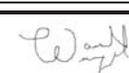
1. The purpose of this activity is to help you prepare for developing an IAP. Working as a team, review the sample Incident Action Plan in your Student Manual.
2. Complete the following steps:
  - Independently read the sample IAP for a cruise ship accident. Make notes about the format and contents. Use the information presented in this unit to help you critique the plan.
  - As a team, discuss the strengths and weaknesses of the sample plan.
  - On chart paper, record your comments on the strengths and weaknesses of the plan.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

FEMA Visual 5.44 Planning Process

Your Notes

Complete the activity before proceeding.

**INCIDENT OBJECTIVES (ICS 202)**

<b>1. Incident Name:</b> Cruise Ship HazMat Spill	<b>2. Operational Period:</b> Date From: Aug 19 Time From: 0600	Date To: Aug 19 Time To: 1800
<b>3. Objective(s):</b>		
<ul style="list-style-type: none"> <li>• Assist the cruise line and the USCG in ensuring that there are no injuries to the ship's crew, nor to any of the incident responders.</li> <li>• Assist the USCG in preventing the discharge of any further hazardous materials into the water and contain any spilled materials; plan for contingencies.</li> <li>• Assess and document the potential for environmental damage should there be a further discharge of hazardous materials from the cruise ship. Plan for contingencies.</li> <li>• Prevent damage to natural and cultural resources.</li> <li>• Assist the USCG and cruise line in arranging and carrying out the safe passage of the ship out of the bay and out of the Park.</li> </ul>		
<b>4. Operational Period Command Emphasis:</b>		
Maintain vigilance to avoid injuries or further environmental damage.		
<p>General Situational Awareness</p> <p>(See attached Safety Message)</p> <p>A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.</p> <p>Temperature: 60 to 65 degrees</p> <p>Relative Humidity: 60 to 75%</p> <p>Winds: west @ 10 to 18 knots</p> <p>Seas: 3-foot swells with moderate to heavy chop</p> <p>Sunrise: 0534 AKDT; Sunset: 2040 AKDT</p> <p>Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)</p>		
<b>5. Site Safety Plan Required?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
<b>Approved Site Safety Plan(s) Located at:</b>		
<b>6. Incident Action Plan</b> (the items checked below are included in this Incident Action Plan):		
<input checked="" type="checkbox"/> ICS 203 <input checked="" type="checkbox"/> ICS 204 <input checked="" type="checkbox"/> ICS 205 <input type="checkbox"/> ICS 205A <input checked="" type="checkbox"/> ICS 206	<input type="checkbox"/> ICS 207 <input checked="" type="checkbox"/> ICS 208 <input checked="" type="checkbox"/> Map/Chart <input checked="" type="checkbox"/> Weather Forecast/Tides/Currents	<b>Other Attachments:</b> <input checked="" type="checkbox"/> Safety Message _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____
<b>7. Prepared by:</b> Name: Walker Wetzel	Position/Title: PSC	Signature: 
<b>8. Approved by Incident Commander:</b> Name: Jerry Franklin		Signature: 
<b>ICS 202</b>	<b>IAP Page</b> <u>  1  </u>	<b>Date/Time:</b> 08-19-XX/0200

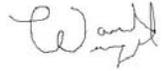
## Unit 5: Planning Process

Sample: Sample IAP (Page 2 of 9)

### ORGANIZATION ASSIGNMENT LIST (ICS 203)

<b>1. Incident Name:</b> Cruise Ship HazMat Spill		<b>2. Operational Period:</b> Date From: Aug 19 Time From: 0600		Date To: Aug 19 Time To: 1800	
<b>3. Incident Commander(s) and Command Staff:</b>			<b>7. Operations Section:</b>		
IC/UCs	Jerry Franklin	Chief	Dan Campbell		
	Xxxx Unified Command	Deputy			
Deputy		Staging Area			
Safety Officer	Pam Alice	<b>Branch</b>			
Public Info. Officer	IOF2	Branch Director			
Liaison Officer		Deputy			
<b>4. Agency/Organization Representatives:</b>		Division/Group	Vessel Stabilization	Aaron Brandon (USCG)	
Agency/Organization	Name	Division/Group	Nat. Resc. Assessment	Carol Cartright (NPS)	
NTSB	Shirley Prop	Division/Group	Salvage/Removal	Tyrone Pickerell (USCG)	
AK DEC	Nick Hanson	Division/Group			
		Division/Group			
		<b>Branch</b>			
		Branch Director			
		Deputy			
<b>5. Planning Section:</b>		Division/Group			
Chief	Walker Wetzel	Division/Group			
Deputy		Division/Group			
Resources Unit		Division/Group			
Situation Unit		Division/Group			
Documentation Unit		<b>Branch</b>			
Demobilization Unit		Branch Director			
Technical Specialists		Deputy			
-Oil Spill	Cordell Royball	Division/Group			
-Investigator	Russ Williams	Division/Group			
-Investigator	John Collingsworth	Division/Group			
<b>6. Logistics Section:</b>		Division/Group			
Chief	Sherrie Hillman	Division/Group			
Deputy		<b>Air Operations Branch</b>			
<b>Support Branch</b>		Air Ops Branch Dir.			
Director		Helicopter Coordinator	Will Range (USCG)		
Supply Unit					
Facilities Unit		<b>8. Finance/Administration Section:</b>			
Ground Support Unit		Chief	FSC2		
<b>Service Branch</b>		Deputy			
Director		Time Unit	John Wayne		
Communications Unit	Rick Lewin	Procurement Unit			

## Unit 5: Planning Process

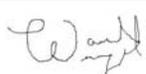
<b>1. Incident Name:</b> Cruise Ship HazMat Spill		<b>2. Operational Period:</b>		Date From: Aug 19 Time From: 0600	Date To: Aug 19 Time To: 1800
Medical Unit	LaVell Patton	Comp/Claims Unit			
Food Unit		Cost Unit		Mike Bannister	
<b>9. Prepared by:</b> Name: Walker Wetzel		Position/Title: PSC		Signature: 	
ICS 203	IAP Page <u>  2  </u>	Date/Time: 08-19-XX/0200			



## Unit 5: Planning Process

**Sample: Sample IAP (Page 4 of 9)**

### ASSIGNMENT LIST (ICS 204)

<b>1. Incident Name:</b> Cruise Ship HazMat Spill		<b>2. Operational Period:</b> Date From: 08/19/XX      Date To: 08/19/XX Time From: 0600              Time To: 1800		<b>3.</b>
				<b>Branch:</b>
<b>4. Operations Personnel:</b> <u>Name</u>		<u>Contact Number(s)</u>		<b>Division:</b>
Operations Section Chief: Dan Campbell		Channel 11 & Channel 1		<b>Group:</b> Natural Resources Assessment
Branch Director: _____				<b>Staging Area:</b>
Division/Group Supervisor: Carol Cartright		Channel 11 & Channel 1		
<b>5. Resources Assigned:</b>				
Resource Identifier	Leader	# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Biotech Team 1	Bud Ricer	2	Channel 11	Shag Cove/0730 BC Docks/0600
NR Planning	Gail Irvington	3	Channel 11	
Biotech Team 2	Steve Taggart	2	Channel 11	Gustavis Airport/ 1100 Gustavis Airport/ 0700
<b>6. Work Assignments:</b>				
Develop contingency plans for the following: --Fuel spill while the vessel remains in Shag Cove. --Fuel spill during the movement of the vessel from Shag Cove out of the park. --Fuel spill in Bartlett Cove if the vessel is stored there. --Catastrophic structural failure of the vessel resulting in it sinking. Conduct ground survey of Shag Cove shore to determine extent, if any, that hazardous materials are reaching shore. Conduct aerial survey of the bay; map bird concentrations.				
<b>7. Special Instructions:</b>				
Complete a Unit Log. Debrief at the end of operational period.				
<b>8. Communications</b> (radio and/or phone contact numbers needed for this assignment):				
<u>Name/Function</u>		<u>Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</u>		
Command / Local		Freq: 166.200; System: NIFC; Chan: 1		
Command / Repeat		Freq: 166.500; System: NIFC; Chan: 5		
Status/Logistics / Local		Freq: 157.10; System: GLBA; Chan: 3		
Status/Logistics / Repeat		Freq: 166.500; System: NIFC; Chan: 5		
Group Tactical /		Freq: 167.200; System: NIFC; Chan: 11		
Ground to Air /		Freq: 168.575; System: GLBA; Chan: 8		
<b>9. Prepared by:</b> Name: Walker Wetzel		Position/Title: PSC		Signature: 
ICS 204	IAP Page <u>4</u>	Date/Time: 08/09/XX / 0200		

